

# **HUMAN RESOURCES**

## **Department Purpose and Description**

The Human Resources Department provides high quality personnel and risk management services to the more than 1200 employees of the City of Chula Vista, and to the citizens of our community. The Department is comprised of the Operations and Risk Management Divisions. The following are summaries of each division's activities.

### Operations

The Operations Division provides high quality customer service to all City departments as well as to all individuals who visit our department. The Operations Division focuses efforts on recruitment and testing for vacant positions throughout the City, as well as performs labor relations, employee relations, and acts as a "partner" to each department to help solve complicated human resource issues. This Division also administers provisions of the labor Memorandum Of Understanding's (MOU) and is in the second year of a very successful volunteer coordination program. The Classification Section of the division is currently working on the citywide classification study.

### Risk Management Division

The purpose of the Department's Risk Management Division is to develop and maintain a safe and healthy environment for the citizens and employees of the City in order to preserve the City's assets and service capabilities. This is accomplished via four major functional programs of the Division: Employee Benefits, Safety, Insurance/Liability, and Disability Management.

## **Major Accomplishments – FY 2002**

During FY 2001/02, the Human Resources Department had several notable successes. The entire Department went through a very challenging space and office reorganization resulting in the consolidation of effective work groups. Employees are now situated in close proximity to their direct supervisors and work teams which results in improved work flow and information sharing.

The Classification Section of the Operations Division has completed several phases of the citywide classification study including clerical, support, custodial and are currently working on the entire Public Works Operations series. The executive management team and the Classification Committee will meet soon to determine the next block of positions to be reviewed for the remaining phases of the study. The Classification Section also developed a classification review policy. This will help formalize the classification review process and improve communication between the Human Resources Department and our client departments. The policy is currently in trial phase with full-scale implementation scheduled for summer 2002.

The Volunteer Services Section of the Operations Division celebrated a successful second year. A citywide database program for tracking potential and current volunteers was implemented in 2000/01 and training for all departmental volunteer coordinators was completed this fiscal year. This section will also host the second annual volunteer recognition event.

The Risk Management Division enjoyed many successes this year as well. Through newly implemented processes to aggressively seek reimbursement for damages to City property by third parties, the Liability Section of Risk Management has been able to collect over \$368,231 since fiscal year 2001. Other progressive Risk Management programs allowed the City to receive a \$210,781 dividend from the SANDPIPA Pool Insurance and Excess Carrier. This was the highest dividend received by any of the 12 member cities in San Diego County. The Disability Management Section developed a Workers' Compensation Handbook for employees and commenced training for supervisors on workers' compensation management. They have also implemented several critical policies and processes to protect confidential employee medical records and to streamline the post-offer employee medical exams. The Safety Section continues to promote a "safety culture" throughout the organization through formal training sessions (over 1200 employees trained this year), tailgate talks (over 300 this year), workstation evaluations (over 100 this year) and safety inspections (over 96 this year). The Safety Section has achieved national notoriety and is recognized for developing a model injury investigations program.

The Benefits Section sponsored numerous wellness workshops for City employees, promulgated a family and medical care policy and provided citywide training on the policy.

### **Major Goals and Challenges – FY 2003**

The Human Resources Department continues to face many of the same challenges from FY2001/02 in the upcoming fiscal year. The Operations Division will continue to develop both employee and supervisor handbooks. These handbooks will give employees the policies and information that they need to be able to perform their jobs within established guidelines. The Operations Division will also continue with (as well as enhance) our Equal Employment Outreach programs. The continuing goal of the department is to seek out applicants with diverse backgrounds for all of our positions.

Due to the implementation of enhanced retirement benefits for public safety, the Human Resources Department will soon face the challenge of replacing retiring sworn Police and Fire personnel. Many veteran individuals will be retiring from the City and taking their vast knowledge and experience with them. The Human Resources Department is partnering with these departments to facilitate the promotional processes as well as the testing and selection processes for several entry and journey level positions.

Another goal of the Operations Division is to create and implement a customer satisfaction survey for both internal and external customers. This will allow our division to provide timely responses and changes for our customers in order to provide the highest quality service available.

The citywide classification study will continue in FY 2003. The Classification Section will be working diligently with the executive management team and Classification Committee to identify the next series of positions that will be studied.

The Volunteer Section will continue developing the volunteer program in order to provide an effective program that maximizes the quality work that our volunteers provide. One of the new programs that will continue to be expanded upon is our "Corporate Volunteer Partnership" program. Currently, we have developed partnerships with Bank of America and Maintenance Warehouse to supply volunteers for a variety of events throughout the City. The Volunteer Section will be working on expanding the "Work Experience Program" which provides valuable job skills to youth and adults, as well as provides departments with eager, hard working individuals. The Volunteer Section will also be working collaboratively with various City departments to secure grant funds for a wide variety of programs.

The Risk Management Division will face many challenges above and beyond their current challenges of minimizing liability for the City and providing high quality benefits for employees. After the September 11<sup>th</sup> tragedy, an already hardening insurance market has become very limited resulting in a reduction of available insurance limits at much higher premium prices (in some cases 100% higher). This creates a concern when dealing with insurance requirements for contracts. The Risk Management Division will be developing a comprehensive handbook addressing insurance requirements in contracts that employees will be able to refer to when developing contracts. Along with this handbook, an insurance certificate tracking system will be implemented so that the Liability Section will be able to ensure that insurance certificates are up-to-date for the various citywide projects.

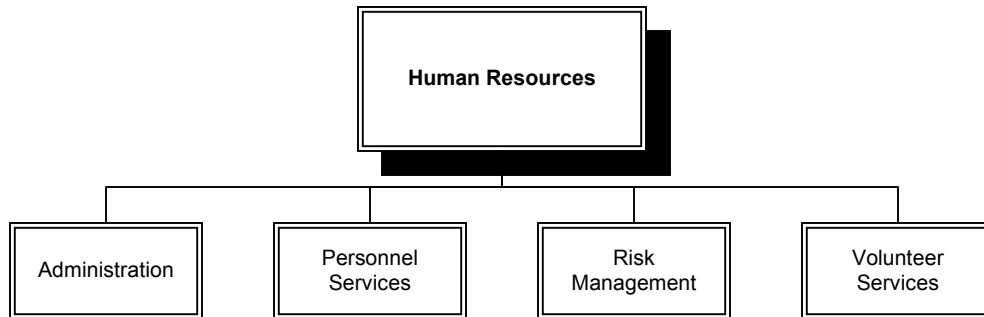
The Safety Section will be completing their training of the Hazardous Communications System that will allow employees to report hazardous conditions via the City's intranet/network. The Safety Section will also continue to focus on ergonomics and refining safety policies.

The Disability Management Section will be developing a formal "Return to Work" policy. This policy will detail how modified work will be provided to employees who are on injury leave. In addition, a disability retirement policy will also be developed to provide guidelines when an employee retires due to a disability. Both policies will provide clear guidance to very complicated issues.

The Benefits section will be looking at innovative ways to maintain benefit levels for our 1,000+ benefited employees while keeping cost increases down. This is increasingly more challenging in a health insurance market that expects double digit increases in health care premiums in 2003. They will also be looking for ways to streamline payroll and benefit functions with an eye towards more automation.

# HUMAN RESOURCES

## ORGANIZATION CHART



# HUMAN RESOURCES 07000

## EXPENDITURES

|                           | FY 2001<br>ACTUAL  | FY 2002<br>BUDGET  | FY 2003<br>ADOPTED |
|---------------------------|--------------------|--------------------|--------------------|
| Personnel Services        | 1,527,706          | 1,808,384          | 1,920,152          |
| Supplies and Services     | 719,080            | 882,561            | 839,742            |
| Other Expenses            | 271,385            | 1,950,000          | 625,000            |
| Capital                   | 50,802             | 39,600             | 55,200             |
| <b>EXPENDITURE TOTALS</b> | <b>\$2,568,973</b> | <b>\$4,680,545</b> | <b>\$3,440,094</b> |

## Expenditures by Division

| DIVISION                        | FY 2001<br>ACTUAL  | FY 2002<br>BUDGET  | FY 2003<br>ADOPTED |
|---------------------------------|--------------------|--------------------|--------------------|
| <b>07100</b> Administration     | 202,905            | 223,512            | 249,664            |
| <b>07300</b> Personnel Services | 869,447            | 1,035,128          | 1,022,992          |
| <b>07700</b> Risk Management    | 1,439,849          | 3,333,153          | 2,074,368          |
| <b>07900</b> Volunteer Services | 56,772             | 88,752             | 93,070             |
| <b>EXPENDITURE TOTALS</b>       | <b>\$2,568,973</b> | <b>\$4,680,545</b> | <b>\$3,440,094</b> |

## REVENUES

|                       | FY 2001<br>ACTUAL | FY 2002<br>PROJECTED | FY 2003<br>ESTIMATED |
|-----------------------|-------------------|----------------------|----------------------|
| Charges for Services  | 15                | 4,379                | 4,379                |
| Other Revenue         | 333,822           | 1,123,823            | 481,801              |
| Transfers In          | 152,392           | 250,223              | 261,483              |
| <b>REVENUE TOTALS</b> | <b>\$486,229</b>  | <b>\$1,378,425</b>   | <b>\$747,663</b>     |

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## AUTHORIZED POSITIONS

|   | FY 1999      | FY 2000     | FY 2001     | FY 2002     | FY 2003     |
|---|--------------|-------------|-------------|-------------|-------------|
| Director of Human Resources                   | 1            | 1           | 1           | 1           | 1           |
| Assistant Director of Human Resources         | 1            | 1           | 1           | 1           | 1           |
| Administrative Office Specialist              | 0.75         | 0           | 0           | 0           | 0           |
| Administrative Office Assistant III           | 0            | 2           | 2           | 0           | 0           |
| Administrative Secretary                      | 1            | 1           | 1           | 1           | 1           |
| Benefits Manager                              | 0            | 1           | 1           | 1           | 1           |
| Benefits Technician                           | 0            | 1           | 1           | 1           | 1           |
| Senior Classification Analyst                 | 0            | 2           | 2           | 2           | 2           |
| Confidential Administrative Office Specialist | 1            | 1           | 1           | 0           | 0           |
| Confidential Bilingual Secretary              | 1            | 1           | 1           | 0           | 0           |
| Confidential Secretary                        | 0.75         | 2           | 2           | 0           | 0           |
| Sr. Fiscal Office Specialist                  | 0            | 0           | 0           | 2           | 2           |
| Human Resources Operations Manager            | 0            | 1           | 1           | 1           | 1           |
| Office Specialist                             | 0            | 0           | 0           | 2           | 2           |
| Personnel Analyst                             | 2            | 2           | 2           | 2           | 2           |
| Risk Analyst                                  | 2            | 0           | 0           | 0           | 0           |
| Risk Management Specialist                    | 0            | 1           | 1           | 1           | 1           |
| Risk Manager                                  | 1            | 1           | 1           | 1           | 1           |
| Senior Office Specialist                      | 0            | 0           | 0           | 1           | 1           |
| Senior Personnel Analyst                      | 0.75         | 1.5         | 1.5         | 1.5         | 1.5         |
| Senior Risk Analyst                           | 0            | 0           | 0           | 0           | 0           |
| Senior Risk Management Specialist             | 0            | 3           | 4           | 4           | 4           |
| Senior Secretary                              | 0            | 0           | 0           | 1           | 1           |
| Volunteer Coordinator                         | 0            | 1           | 1           | 1           | 1           |
| <b>Total Permanent FTE's</b>                  | <b>12.25</b> | <b>23.5</b> | <b>24.5</b> | <b>24.5</b> | <b>24.5</b> |
| <b>Total Hourly FTE's</b>                     | <b>1</b>     | <b>0.5</b>  | <b>0.5</b>  | <b>0</b>    | <b>0</b>    |
| <b>Total FTE's</b>                            | <b>13.25</b> | <b>24</b>   | <b>25</b>   | <b>24.5</b> | <b>24.5</b> |

# HUMAN RESOURCES

## MISSION STATEMENT • GOALS • OBJECTIVES AND MEASURES

**MISSION STATEMENT:** The Human Resources Department is committed to providing superior services to employees, departments, and the public to ensure an informed quality workforce and community, while treating everyone with fairness, dignity and respect.

**GOAL:** Provide full service human resource functions to insure that hiring, discipline, training and other related services are provided equitably and in accordance with local, state and federal laws and ordinances.

**Objective:** *Recruit qualified individuals to work for the City of Chula Vista.*

| Annual Measure         | FY00 ACT. | FY01 ACT. | FY02 EST. | FY03 PROJ. |
|------------------------|-----------|-----------|-----------|------------|
| Applications received  | 8750      | 8100      | 7750      | 8000       |
| Recruitments conducted | 129       | 111       | 100       | 100        |

**Objective:** *Recruit and place volunteers in City departments and acknowledge their contributions.*

**Objective:** *Conduct training sessions for employees on relevant supervisory and management topics.*

**Objective:** *Respond to employee and department questions in an accurate and timely manner.*

**GOAL:** Develop a safe and healthy environment for City employees and the public through training, education and careful monitoring and to control and reduce liability exposures in order to preserve the City's assets and service capabilities.

**Objective:** *Process public liability claims effectively and efficiently.*

| Annual Measure                                    | FY00 ACT. | FY01 ACT. | FY02 EST. | FY03 PROJ. |
|---|-----------|-----------|-----------|------------|
| % of claims processed within statutory timeframes | 100%      | 100%      | 100%      | 100%       |
| Number of claims handled/received by City         | 141       | 132       | 130       | 130        |
| % of claims closed without litigation             | 84%       | 86%       | 85%       | 85%        |

**Objective:** *Ensure employees are aware of the benefits available to them and how they may access these benefits.*

| Annual Measure   | FY00 ACT. | FY01 ACT. | FY02 EST. | FY03 PROJ. |
|--|-----------|-----------|-----------|------------|
| Number of open enrollment meetings                             | 20        | 20        | 24        | 20         |
| Number of wellness workshops                                   | 3         | 4         | 4         | 4          |
| Number of New Hire Orientation meetings (benefited and hourly) | 24        | 24        | 24        | 24         |

**Objective:** *Process reimbursement claims and payroll changes in a timely and accurate manner.*

| Annual Measure                                 | FY00 ACT. | FY01 ACT. | FY02 EST. | FY03 PROJ. |
|--|-----------|-----------|-----------|------------|
| # of reimbursements processed                  | 1,417     | 1,442     | 1,450     | 1,460      |
| % of benefit transactions processed accurately | 98%       | 99%       | 99%       | 100%       |
| Number of claims processed within 10 days      | 100%      | 100%      | 100%      | 100%       |
| Number of payroll transactions processed       | 1,370     | 1,760     | 2,060     | 2,100      |

**Objective:** *Complete routine workplace safety inspections for all City buildings in order to identify and eliminate potential hazards and to provide safety training to the City's employees.*

| Annual Measure                          | FY00 ACT. | FY01 ACT. | FY02 EST. | FY03 PROJ. |
|---|-----------|-----------|-----------|------------|
| Number of monthly inspections completed | 36        | 150       | 185       | 190        |
| Safety training classes provided        | 32        | 59        | 70        | 70         |